



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202

IMPL-Q

JUN 05 2007

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for Award Year FY08

1. References:

- a. AR 5-1, Total Army Quality Management, dated 15 March 2002.
- b. 2007 Baldrige Criteria for Performance Excellence.
- c. ACSIM ACOE Policy Letter, dated 31 May 2007.

2. The Army Communities of Excellence (ACOE) Program is a component of the Army's Continuous Improvement program and supports the Business Transformation initiative. The ACOE Program provides a valuable framework and an incentive to achieve the strategic goal of managing garrisons equitably, effectively and efficiently. The FY08 ACOE Program sustains a number of initiatives instituted in FY07 to give garrisons improved performance and analytic capabilities. The FY08 ACOE Award Program lifecycle is displayed in Enclosure 1.

3. The foundation of the ACOE Award Program rests solidly on the Baldrige Criteria-based assessment process. Historically, an ACOE Program application was the primary means by which a garrison could obtain feedback to identify its management system strengths and opportunities for improvement. In FY06, IMCOM developed and deployed an automated, on-line, and Baldrige-based Organizational Self-Assessment (OSA) to provide a more cost-effective and timely means for obtaining assessments that are required by ACSIM policy.

4. In the spirit of continuous improvement IMCOM sponsored an ACOE Lean Six Sigma (LSS) Rapid Improvement Event (RIE) that was conducted from 22-25 January 2007. The purpose of the RIE was to determine how well the ACOE Program currently accomplishes its goals, as well as if there are better ways to achieve the same result at less cost. The recommendations from the RIE were briefed to IMCOM and ACSIM leadership and the approved ACOE Program changes have been included in this document as well as this year's ACSIM ACOE Policy Letter.

IMPL-Q

SUBJECT: The Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for Award Year FY08

5. This year IMCOM will remain aligned with other national and state Criteria for Performance Excellence-based recognition programs and continue to use the written self-assessments as the primary application format.

a. In addition to executing the traditional application process in FY08, IMCOM will follow-up on the recommendations from the ACOE RIE and execute a Design For Six Sigma (DFSS) project. The DFSS project will use a pilot program in parallel to the current ACOE boarding process in order to validate a new OSA-based process and to develop deployment standards. IMCOM's objective is to fully transition to this new process in Award Year FY09.

b. IMCOM Plans (HQ and Region Plans Divisions) and garrison Plans, Analysis, and Integration Offices (PAIOs) are the lead for both the OSA and the ACOE Award competition. IMCOM HQ will provide OSA guidance for the annual IMCOM-wide deployment NLT June 2007.

c. The ACOE Award program is a voluntary competition intended to highlight exceptional installation management performance. Garrisons that have sustained systematic improvement efforts are strongly encouraged to submit packets for the award competition. Participation in the ACOE Award competition is a voluntary effort in addition to the required OSA deployment.

(1) Garrison eligibility requirements and applicable award categories are described in Enclosure 2. Enclosure 3 provides a sample commander's endorsement letter that can be used as a template to meet the eligibility compliance certification of the current ACSIM Policy Memorandum. The cover letter does not count against the page limit for the application.

(2) The format for applying to the FY08 ACOE Award competition is a Baldrige Criteria-based written application using the templates and instructions provided. Instructions for submittal requirements are described herein and listed in Enclosure 4. Garrisons new to the ACOE competition should consult the application templates. Only the garrison workforce may be used in the development, preparation and packaging of the application. Garrisons shall not outsource the development, preparation, or packaging of their application. Writing the application is in itself a self-assessment and it is critical that installation/community personnel, especially senior leadership, be thoroughly involved in the development of the application package. Garrisons with a large concentration of contractors (due to A-76, etc.) may utilize on-board contractors to provide input to the application package, but it must be limited in each case to their direct work area. Garrisons that require contract support to write and organize the overall application must request a waiver to participate from ACSIM through their Region Office and IMCOM HQs.

IMPL-Q

SUBJECT: The Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for Award Year FY08

(3) Templates and instructions for preparation of applications are available on Army Knowledge Online (AKO) at <https://www.us.army.mil/suite/page/247744>. These include templates for the Enhanced Organizational Profile template and Required Results that must be completed and submitted per the instructions. The AKO page also includes a template for the collection and organization of information needed to write the narrative section, covering Criteria Categories 1 through 6. The purpose of the tables is to aid garrisons in the development of their application by standardizing and simplifying aspects of the application that are common to all garrisons. These aspects include the organizational profile and key results – those results that are indicative of garrison success as part of the IMCOM organization. The narrative information collection template will help guide the development and discussion of key challenges, plans, and processes in Categories 1 – 6. The Required Results instructions and template standardize the selection and presentation of key results in Category 7, while still providing the opportunity for garrisons to present results unique to them due to mission, location, or other factor. The Enhanced Profile and Required Results sections have their own page limits and are counted separately from the narrative section.

(4) All garrisons must include appropriate references in their applications to indicate sources of comparative information, including current or previous applications from other garrisons.

6. The annual ACOE Award lifecycle begins with the completion of the previous year's Award Ceremony and ends with the completion of the ceremony for the current cycle. For Award Year FY08, the cycle begins on 7 May 2007. The following paragraphs detail the ACOE Award program activities as they will occur through the Award Year.

a. An ACOE Call for Examiners (CFE) will be issued NLT 31 May 2007 to identify and select potential examiners. New examiners must successfully complete the Examiner Training session currently scheduled for 31 July – 3 August at Southbridge, MA or have participated in the training session that was held 10-13 April 2007. To register for the upcoming class, please access the following link: <https://www.enstg.com/RegisterNow/default.cfm?ThisCode=ACO94976>. Top candidates will be invited to serve as Shadow Examiners. Returning examiners are encouraged to attend training and will be allowed to attend based on class space availability. In addition to the traditional examiner role, IMCOM will also need volunteers to participate in the OSA-based pilot program. Instructions for application on both the traditional examiner and pilot examiner roles will be included in the forthcoming CFE.

b. Region ACOE Program Managers (PMs) are to submit a consolidated list of all the garrisons from their respective regions that intend to compete in the FY08 ACOE Award Program no later than COB 13 July 2007. The format for submission is Microsoft Excel and the requested information is listed below.

<u>GARRISON NAME</u>	<u>GARRISON POC</u>	<u>EMAIL ADDRESS</u>	<u>PHONE NUMBER</u>
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IMPL-Q

SUBJECT: The Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for Award Year FY08

c. ACOE application submissions are due electronically from the Region ACOE PMs to HQ IMCOM no later than COB 13 August 2007. Region ACOE PMs will ensure application packets are complete and include commander's endorsement letters. Application packages are to be submitted by uploading the files to the respective garrison folder in the ACOE Portal <https://www.us.army.mil/suite/folder/7724024> in order to mitigate problems associated with sending large files as email attachments. Please contact the ACOE Program Manager for additional instructions.

d. HQ IMCOM will establish a developmental plan for examiners to ensure continuity and growth within the program. The examiner development plan will foster mentoring relationships by pairing experienced and novice examiners. New examiners should expect to serve in a shadow capacity during their first year, where they will be assessed to determine their strengths via a 360-degree feedback program and incorporated into teams as they prove ready.

e. HQ IMCOM will review and score all ACOE applications in the Qualification phase of the boarding process. Qualification Board members shall meet the highest standards of Baldrige-related experience and knowledge, including experienced and seasoned Malcolm Baldrige National Quality Award (MBNQA) examiners and Subject Matter Experts (SMEs). The Qualification Board will convene 18-20 September 2007 to select Award Board contenders.

f. The Award Board will be conducted from 9-12 October 2007. Top contending applications, forwarded from the Qualification phase, will be reviewed and scored by top Army volunteer examiners. The examiners represent a cross section of all Army components and private industry. Supervisors must approve participation of volunteer examiners and mitigate workload impact including but not limited to work coverage during examiner absence and balancing compensatory time upon examiner return.

g. Top contending installations selected for the Award Board will receive site visits based on the Award Board's assessments. The site visits will take place from 15 October to 16 November 2007. Results from the Award Board and site visits will be forwarded to the ACOE Judges' Panel.

h. The ACOE Judges' Panel is comprised of senior MBNQA subject matter experts and will convene from 12-14 December 2007. HQ IMCOM will staff the recommended ACOE Award winners to ACSIM for approval of awards by 18 January 2008.

i. The ACOE Awards Ceremony for Award Year FY08 is tentatively scheduled for May 2008. The 1st place ACOE winner will be nominated as the Army's representative at the Commander-In-Chief's Excellence in Installation Management Award.

IMPL-Q

SUBJECT: The Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for Award Year FY08

j. Winning ACOE applications will be posted on the HQ IMCOM website and Army Knowledge Online (AKO) for the purpose of sharing installation management knowledge and best practices. The winning garrisons will market and share their success stories at appropriate venues which may include the Installation Management Institute (IMI) and like fora. Winning garrisons will be required to prepare an article for publication in the semi-annual IMCOM Journal.


k. All garrisons submitting applications for the ACOE Award program will receive feedback reports written specifically in response to the level of maturity of the garrison as reflected in the submitted packet and observed during site visits where applicable. The ACOE Feedback Reports are developed by the ACOE examiners and judges. Garrisons not selected for site visits will receive their feedback reports no later than 45 days after the conclusion of the Qualification Board. Garrisons selected for site visits will receive their feedback reports after official announcement of the winning installations has been made by HQDA.

7. HQ IMCOM will centrally manage and fund ACOE training for examiners and Region Office ACOE Program Managers. Training will be synchronized across all Army components to best use resources and facilities and to ensure consistency of understanding and application of the Baldrige Criteria.

8. Region ACOE PM responsibilities should be focused on communicating and coordinating ACOE requirements. Region ACOE PMs are key points of contact for garrisons and are all trained subject matter experts in the Baldrige Criteria. They are the primary resource for garrison assistance with application creation and the analysis of both ACOE and Organizational Self-Assessment feedback reports. Moreover, Region ACOE PMs provide key strategic communication and reach back from the garrisons to IMCOM HQ for support of Business Transformation and Continuous Improvement initiatives.

9. The enclosures contain detailed information on ACOE program structure, packet formatting and submission requirements. Request this MOI be given widest distribution within your IMCOM region or garrison. The HQ IMCOM ACOE point of contact is Ms. Rosye Faulk, (703) 602-2478, Rosye.Faulk@hqda.army.mil.

Encls
as


KATHLEEN Y. CURD
Chief, Plans Division
Installation Management
Command

IMPL-Q

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DISTRIBUTION:

Dir, IMCOM-Southeast Region, 1593 Hardee Ave., Ft. McPherson, GA 30330-1057

Dir, IMCOM-West Region, 1204 Stanley Rd., Ft. Sam Houston, TX 78234-5009

Dir, IMCOM-Northeast Region, 5A North Gate Rd., Ft. Monroe, VA 23651-1048

Dir, IMCOM-Pacific Region, 104 H Place, Ft. Shafter, HI 96858-5520

Dir, IMCOM-Korea Region, PCS 303 Box 45, APO AP 96205

Dir, IMCOM-Europe Region, Unit 29353, Box 200, APO AE 09014

CF:

Chief, Army Reserve, 1815 North Fort Meyer Drive, Arlington, VA 22201-1805

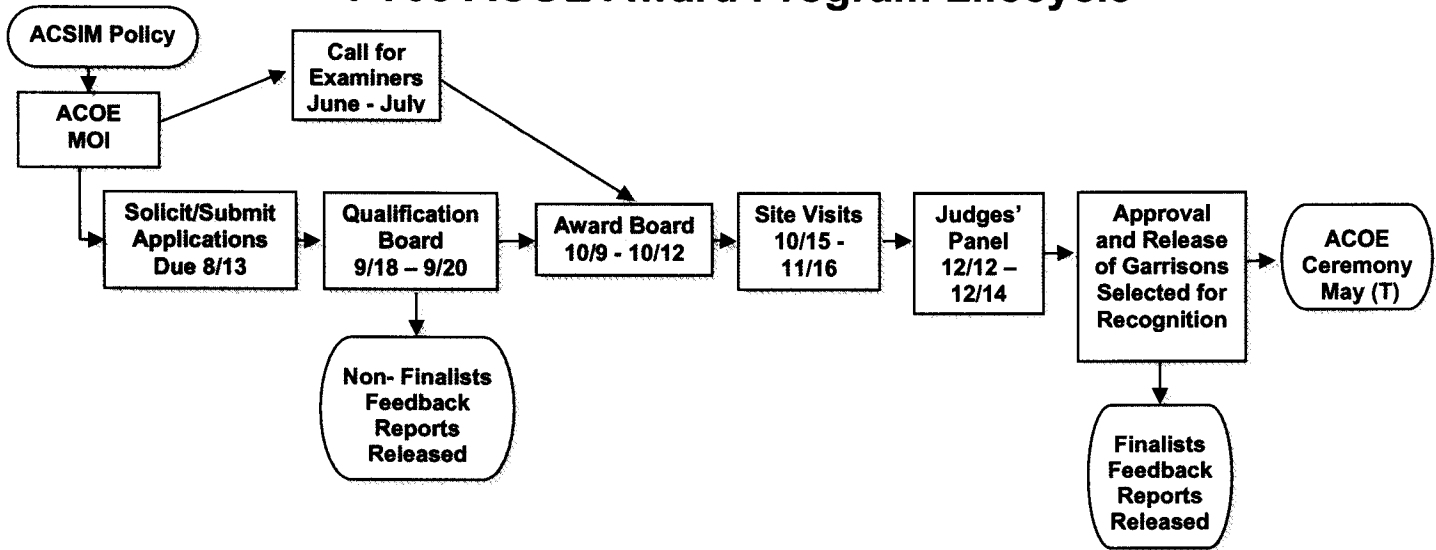
Chief, National Guard Bureau, Arlington Hall, 111 South George Mason Drive, Alexandria, VA 22204-1382

Office of the Assistant Chief of Staff for Installation Management, 600 Army Pentagon, Washington, DC 20310-0600

US Army Logistics Management College, 2401 Quarters Road, Ft. Lee, VA 23801

FY08 ACOE Award Program Lifecycle

FY08 ACOE Award Program Lifecycle



Eligibility Summary

1. The current ACSIM ACOE Policy document contains a list of installations eligible to compete in the program. In general, eligible installations must:
 - a. Focus on installation management business.
 - b. Possess an approved master planner or viable master planning capability and real property planning components maintained IAW AR 210-20.
 - c. Address investigation of any "open" environmental Notices of Violations (NOVs).
 - d. Have Real Property Management Controls in place consistent with AR 405-45.
2. Eligibility of Previous Award Recipients:
 - a. First place winners are not eligible to compete for two (2) subsequent years.
 - b. Second and Third place winners are encouraged to compete the following year.
3. For additional information on eligibility requirements please access the current ACSIM ACOE Policy Letter or contact the ACOE Program Manager, Ms. Rosye Faulk (rosye.faulk@hqda.army.mil, 703-602-2478).

Commander's Endorsement Letter Format

Office Code

MEMORANDUM FOR Installation Management Command (IMPL-Q/Ms. Rosye Faulk), 2511 Jefferson Davis Highway, Arlington, VA 22202-3962

SUBJECT: Army Communities of Excellence (ACOE) Award Competition
Commander's Endorsement

1. Reference Memorandum, IMPL-Q, Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for FY08.
2. The referenced memorandum requires garrisons submitting an ACOE narrative packet for consideration in the ACOE Award Competition to comply with four special prerequisites. U.S. Army Garrison XXXX has met these prerequisites as stated below:
 - a. Our submission is focused on installation management business.
 - b. We have a viable master planning capability, an approved master planner, and real property planning components maintained in accordance with AR 210-20, Master Planning for Army Installations, 30 July 1993.
 - c. USAG XXXX is in compliance with environmental Notices of Violation under investigation for corrective action.
 - d. Real property management controls are in place consistent with AR 405-45, Real Property Inventory Management.
3. I verify that USAG XXXX's submitted narrative packet accurately reflects a valid assessment of the garrison. The submitted narrative packet was original work created without unauthorized outside contractor support.
4. If USAG XXXX is selected as an award recipient, I will support sharing of our application packet and Organizational Self-Assessment summary results in the spirit and practice of sharing best practices and building organizational knowledge.

Garrison Commander's
Signature Block

ACOE Award Competition Submission Guidelines

1. General Directions – An ACOE Application consists of three separate parts: the Enhanced Organizational Profile, the narrative section, and the Required Results. To apply for the Army Communities of Excellence Program, applicants must address the items that are listed below.
 - a. Prepare an Enhanced Organizational Profile (aka, “Profile”). The Profile is limited to fifteen (15) pages using the template (available on AKO at <https://www.us.army.mil/suite/page/247744>) and following the format requirements of paragraph 3 below. The Profile provides a background and description of the most important elements of the organization’s mission and business. The Profile includes items found in the traditional five-page written Organizational Profile with modifications to (1) minimize time and effort spent on areas common to all Army garrisons, and (2) include a few key areas from Categories 1 through 6.
 - b. Prepare a written narrative of not more than thirty (30) pages following the format requirements of paragraph 3 below, responsive to the requirements of the six functional categories (Categories 1-6) of the Baldrige Criteria. Paragraphs and subparagraphs should be labeled to identify each Criteria element (e.g., 1.1a(1), 1.2b(2).) as appropriate. A template to assist in the collection and organization of information needed to prepare the narrative section is available on AKO at <https://www.us.army.mil/suite/page/247744>. To save space and avoid repetition, areas or topics provided in the Profile need not be repeated in the narrative as long as they are referred to by figure, table, or chart number within the narrative.
 - c. Prepare a Required Results section of not more than twenty (20) pages using the template and instructions (available on AKO at <https://www.us.army.mil/suite/page/247744>) and following the format requirements of paragraph 3 below. Most results required are PMR, ISR, or other data already collected at the garrison level. Where a required result does not apply to the applicant (such as “Range Availability” at a garrison that has no range facilities), “Not Applicable” must be indicated. Applicants may, and are encouraged, to provide up to ten additional results that are specific to their garrison. Examples of results charts and tables and a blank chart are provided in the template to assist in the creation of appropriate charts.
 - d. The application packet must stand on its own by:
 - (1) Assuming the examiners reviewing the application have no prior knowledge about the organization;
 - (2) Providing concise responses that are quantitative, wherever possible;

ACOE Award Competition Submission Guidelines

- (3) Supporting response statements with facts and information. Assertions unsupported by plausible data, information, or facts receive no credit during the narrative packet evaluation; and,
 - (4) Providing a glossary to define terminology and acronyms specific to the mission and function of the organization.
- 2. Narrative Packet Components, The narrative section is limited to **THIRTY** (30) pages to include all illustrative attachments (charts, graphs, etc.), and may be supplemented by a glossary that does not count against the 30 page limit. The Enhanced Organizational Profile, Required Results, and Glossary are not counted against the narrative page limit. The narrative packet must contain the following in the order listed:
 - a. Front Cover (no figures)
 - b. Title Page (one page) with the name of the applicant. Applicants have the option to include their address, pictures, and logo; the date; a statement indicating that this is an application for the FY08 ACOE Award Competition. No further information or text about the applicant may be included on this page.
 - c. Information Page (one page) with the name of the installation, highest-ranking official with command group contact information, and the ACOE official point of contact. At a minimum, the contact information should include mailing address (both APO and street addresses for OCONUS locations), phone/fax numbers, and email addresses.
 - d. Commanders' Endorsement Letter (one page)
 - e. Table of Contents (one page) indicating the page numbers of the pages described in this section, in the sequence given.
 - f. Organization chart (one page) showing the organizational structure(s) of the applicant.
 - g. Enhanced Organizational Profile (15 pages maximum).
 - h. Narrative section (30 pages maximum). Separator pages are not required between the Categories of the narrative and are not recommended in order to conserve paper and printing resources. If divider pages are used, no information or text about the applicant may be included or the pages will count toward the 30-page limit.
 - i. Required Results section (20 pages maximum).

ACOE Award Competition Submission Guidelines

- j. Glossary
- 3. Format Requirements - Narrative packets must meet the page limit, font, and format requirements indicated below:
 - a. Page Limits and Exclusions
 - (1) The Enhanced Organizational Profile is limited to fifteen (15) single-sided pages. If the Organizational Profile exceeds the fifteen page limit, the excess pages will be counted as part of the page count for the narrative section.
 - (2) The narrative is limited to 30 single-sided pages (pages may be printed on both sides), which must include all pictures, graphs, figures, and tables of the applicants response to the requirements of Categories 1 through 6. The responses must contain the same Category and Item numerical designations as the 2007 Baldrige Criteria. Applicants should denote the Areas to Address with letters a, b, c, and so forth, corresponding to each Area, such as 4.2a. Responses for multiple Areas may be grouped, e.g., 4.2 a,b.
 - (3) If the Responses Addressing All Criteria Items exceed the 30-page limit, the packet will be returned to the installation's region headquarters without action.
 - b. Examiners must base their evaluations solely on information contained within the application packet. Please do not add links to information or intranet or Web sites.
 - c. Paper and layout requirements
 - (1) Paper size - Standard 8-1/2 by 11 inches.
 - (2) Font Size – Font size shall be no smaller than Arial 10 point or equivalent for text and captions. Text and numbers in tables and charts shall be no smaller than Arial 8 point after resizing table/graph sizing.
 - (3) Line Spacing – Single-line spacing using default settings of Microsoft Word.
 - (4) Font Style – Any font style authorized for official U.S. Army correspondence is authorized, however Arial 10-point is preferred as

ACOE Award Competition Submission Guidelines

described above. Type used in picture captions, graphs, figures, data tables, and appendices must also meet the requirements for font size and line spacing. If the table or graph is reduced from its original size for inclusion, the font requirements apply to the reduced chart or graph.

- (5) A margin of at least $\frac{3}{4}$ -inch on the side of the page that would be bound or fastened in a hard-copy and at least $\frac{1}{2}$ -inch on the opposite side of the page is preferred. Top and bottom margins shall be at least $\frac{3}{4}$ -inch, with header and footer no less than $\frac{1}{2}$ -inch from the top and bottom of the page respectively.
 - (6) Pages set up in a two-column format are preferred. Pages may be printed on both sides.
 - (7) Text pages should have portrait orientation. Graphs, figures, and data tables may have either portrait or landscape orientation.
 - (8) The pages of each section of the application must be numbered consecutively from start to finish (e.g., for the narrative 1 through 30 and for the Required Results 1 through 20).
4. Electronic Submission Requirements – Application packets shall be submitted electronically by uploading to the AKO folder specified by the Program Manager. Packets will consist of three separate Postscript Data Format (pdf) files, named and with content as described below:
- a. File name: 2008 ACOE [Garrison name] Part I.pdf Content: front matter (Items 2a-f listed above) and Enhanced Organizational Profile.
 - b. File name: 2008 ACOE [Garrison name] Part II.pdf Content: narrative only.
 - c. File name: 2008 ACOE [Garrison name] Part III.pdf Content: Required Results only.